Animal Goals

	SUSTAINABILITY GOALS	2019 RESULTS
	LAMENESS Incidence of lameness consistently 35%* below 2012 baseline *3-year average	**ON TARGET** 43%* below 2012 baseline
	DEHORNING Consistently minimize dehorning on farms	**ON TARGET** We select for animal health traits, and use semen from polled bulls when available
	MONITORING 3rd party video monitoring of *all* dairy farms 24/7, by 2020	**IN PROGRESS** 3rd party video monitoring at High Plains Dairy Farms 24/7
	OVERALL HEALTH[1] Incidence of early culling consistently 40%* below 2012 baseline *3-year average	**IN PROGRESS** 31%* below 2012 baseline
	CALF HOUSING No individual calf housing by 2019	**ACCOMPLISHED** Implemented at all of our dairy farms

[1] Incidence of early culling is one indicator of overall herd health. The rate reflects cows <60 days in milk that were removed from the herd. Typically, a healthy cow would not be removed from the herd at this early stage in the lactation cycle.

People Goals

SUSTAINABILITY GOALS	2019 RESULTS
SAFETY AT FARMS[1] Farm injury rate* consistently lower than industry average *3-year average	**ON TARGET** 6.0 injury rate* was lower than the latest industry average of 6.3
SAFETY AT PROCESSING PLANTS Processing plant injury rate* consistently lower than top quartile of industry *3-year average	**OFF TARGET** 7.2 injury rate* was higher than the latest industry top quartile rate of 3.8
WELLNESS Improve participation in health and wellness initiatives to 70%	**ON TARGET** 71% of AOD employees who were eligible[2] for health care coverage enrolled in the company's medical insurance plan
COMMUNITY Elevate our philanthropic efforts and support of local communities	**ON TARGET** Pilot initiative launched. Achieved more than 1,100 volunteer hours in Q4 2019, exceeding pilot initiative goal by 35%

[1] Targeting a farm injury rate lower than the top quartile of the industry will be considered as more robust data become available for the dairy cattle and milk production sector.

[2] Full time employees with at least 60 days of employment

Planet Goals

	SUSTAINABILITY GOALS	2019 RESULTS
CO_2	**GREENHOUSE GAS EMISSIONS** Reduce by 30%* per kg of product vs 2012 baseline by 2025 *3-year average. Denominator excludes water weight	**IN PROGRESS** 17%* reduction vs. 2012 baseline
	ENERGY EFFICIENCY Reduce by 15%* per half gallon equivalent of product vs. 2012 baseline by 2025 *3-year average	**ON TARGET** 15%* reduction
	PROCESSING PLANT WASTE[1] Divert 75%* of solid waste from landfill by 2025 *3-year average	**IN PROGRESS** 68%* recycled
	FARM WASTE Divert 25%* of solid waste from landfill by 2025 *3-year average	**IN PROGRESS** 1%* recycled
H_2O	**PROCESSING PLANT WATER USE[1]** Reduce by 20%* per half gallon equivalent of product vs. 2012 baseline by 2025 *3-year average	**ON TARGET** 39%* reduction
H_2O	**FARM IRRIGATION WATER USE** Consistently utilize variable rate irrigation on all applicable pivots during 100% of the growing season	**IN PROGRESS** 95% utilization
	CARBON-NEUTRAL ENERGY 100% by 2020 for Company-owned farms and processing plants, headquarters office, and all raw milk transportation to our plants	**ACHIEVED** During 2019 we supported third-party carbon-reduction and renewable energy projects